

Commonwealth Strategic Plan for Information Technology
Strategic Goals, Related Objectives and Initiatives

Key: ■ VITA-New ■ VITA-Existing
■ Other Entity-New ■ Other Entity-Existing
■ Shared-New ■ Shared-Existing

Strategic Planning Goals, Related Objectives and Initiatives	New/Existing Effort	Entities Affected	ITIB Implementation Vehicles							Resources from	VITA Point of Contact*
			Agency IT Planning	IT Investment Management	IT Project Management	Enterprise Architecture	IT Procurement	IT Services	IT Policy, Standards, Guidelines		
											*See last page for the legend
<i>Goal 1-Increase accessibility to government</i>											
<u>Objective 1.1</u> Increase electronic interaction with and to government											
1. Establish partnerships with broadband service providers and wireless providers to ensure universal access across the Commonwealth	Existing	Agencies, Institutions, Localities					✓	✓		CIT	SMO
2. Create pilot programs for on-line service delivery to serve as model deployments	Existing	Agencies, Institutions, Localities					✓	✓		VITA	SMO
3. Transform the Commonwealth's IT infrastructure to modernize, standardize and reduce long-term costs	Existing	Agencies	✓	✓	✓	✓	✓	✓		VITA	SMO
4. Establish in Virginia an accessibility compliance center of excellence, for greater public usability and wider public inclusion	Existing	Agencies	✓	✓		✓	✓		✓	Agency (To Be Determined)	TAAS
<u>Objective 1.2</u> Increase information availability and usability											
5. Create/develop a customer satisfaction survey instrument and place this online survey on all outward facing web sites	New	Agencies	✓	✓					✓	VITA	CRM/COMM
6. Expand Geographic Information System coverage to support resource management and development planning	Existing	Agencies, Institutions, Localities	✓	✓	✓				✓	VITA	TAAS/CRM

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<i>Goal 1-Increase accessibility to government (Continued)</i>											
<u>Objective 1.2</u> Increase information availability and usability (continued)											
7. Advance the “single window into government”; the concept of one-stop web pages that enable a user to find the government transaction, program, service, or official that they want easily and quickly	Existing	Agencies, Institutions, Localities	✓	✓	✓	✓	✓	✓	✓	Secretary of Technology	CIO/TAAS
8. Establish a messaging broker program for interoperability and information synchronization across multiple applications	New	Agencies, Institutions, Localities,	✓	✓	✓	✓	✓	✓	✓	VITA	SMO
9. Develop an information exchange standards program to provide a much-needed common basis for governmental information sharing	Existing	Agencies, Institutions,	✓	✓	✓	✓			✓	VITA; Agencies	TAAS
10. Deploy enterprise applications to reduce redundancy and improve information sharing and exchange	Existing	Agencies	✓	✓	✓	✓	✓	✓	✓	Secretary of Technology	CIO/TAAS/CRM
11. Develop “push” technology initiatives such as automatic alert subscription services	New	Agencies	✓	✓	✓	✓	✓	✓	✓	Agencies	TAAS/CRM
<u>Objective 1.3</u> Foster regional partnership initiatives											
12. Facilitate a regional emergency services program	Existing	Agencies, Institutions, Localities	✓	✓	✓	✓	✓	✓	✓	VITA; Localities	TAAS
13. Promote state, local, and higher education integrated network partnership	Existing	Agencies, Institutions, Localities	✓	✓	✓	✓	✓	✓	✓	VITA; Localities; Higher Ed	CRM

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<i>Goal 1-Increase accessibility to government (Continued)</i>											
<u>Objective 1.4</u> Increase public awareness of services available											
14. Conduct public awareness programs, education and training to engage and inform the public on the existence, usability and benefits of electronic services and information	New	Public	✓	✓					✓	Agencies	CRM/COMM

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<i>Goal 2-Facilitate IT collaboration and partnerships</i>											
<u>Objective 2.1</u> Share data easily across boundaries of government											
1. Complete the enterprise information architecture (as is and to be)	Existing	Agencies; Institutions	✓	✓		✓				VITA; Agencies	TAAS
2. Define secure data exchange standards (common vocabulary, common values, common IDs, security) and technical architecture	Existing	Agencies; Institutions	✓	✓		✓			✓	VITA; Agencies	Security/TAAS
<u>Objective 2.2</u> Create a knowledge sharing culture											
3. Implement shared information repository to facilitate knowledge sharing	New	Agencies		✓	✓			✓	✓	VITA; Agencies	ITIM
4. Develop a digital academy, where state agencies work together to build digital government applications that meet shared needs, and where courses are conducted on the fundamentals of digital government, such as e-forms and e-permits.	New	Agencies	✓	✓				✓		VITA	Admin-HR
5. Establish and implement a professional networking program across state government, local government and higher education to encourage the sharing of knowledge, experience and solutions and leverage existing expertise	New	Agencies, Institutions, Localities						✓		COTS (Council on Technology Services)	CRM
6. Develop processes to engage state agency business leadership in IT strategic planning activities to ensure that IT is meeting business requirements	Existing	Agencies	✓	✓	✓			✓		COTS (Council on Technology Services)	CRM

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<i>Goal 2-Facilitate IT collaboration and partnerships (Continued)</i>											
Objective 2.3 Promote IT solutions that support common business processes											
7. Facilitate and promote adoption of common business processes, including a governance model for shared business processes	Existing	Agencies	✓	✓		✓			✓	Secretary of Technology	TAAS
8. Implement statewide shared administrative IT solutions to streamline and reduce costs	Existing	Agencies, Institutions, Localities	✓	✓		✓	✓	✓	✓	Secretary of Technology	TAAS
Objective 2.4 Promote innovative partnership programs											
9. Develop collaborative opportunities in state government, including a mentoring program	New	Agencies, Institutions, Localities	✓	✓			✓	✓		Secretary of Technology; VITA	CRM
10. Create partnerships with higher education to bring applied research and development to Commonwealth of Virginia operations and the larger commercial market.	Existing	Agencies, Institutions	✓	✓			✓	✓		Higher Ed; VITA	CRM
11. Establish a program to identify and “productize” replicable Commonwealth of Virginia services	New	Agencies, Institutions, Localities	✓	✓			✓	✓		VITA; Higher Ed; Agencies	CRM

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<i>Goal 3-Ensure a trusted and reliable technical environment</i>											
<u>Objective 3.1</u> Ensure consistent, anytime, anywhere service levels											
1. Establish partnerships with broadband service providers to ensure universal access	Existing	Agencies, Institutions, Localities					✓	✓		CIT	SMO
2. Establish architectural and operational standards to provide a framework for all state IT operations	Existing	Agencies; Institutions	✓	✓	✓	✓		✓	✓	VITA; Agencies	TAAS/SMO
3. Transform the Commonwealth's IT infrastructure to modernize, standardize and reduce long-term costs	Existing	Agencies	✓	✓	✓	✓	✓	✓		VITA	SMO
4. Implement the IT Infrastructure Library (ITIL) for operations to support consistent operational performance	Existing	Agencies	✓	✓	✓	✓	✓	✓	✓	VITA; Agencies	SMO
5. Enhance the Virginia portal to focus on event driven applications for less redundancy and greater ease of use	Existing	Agencies, Institutions, Localities	✓	✓	✓	✓	✓	✓	✓	Agencies; Secretary of Technology	TAAS
<u>Objective 3.2</u> Protect the assets, credentials and privacy of Commonwealth of Virginia systems and their users											
6. Enhance state security program and standard	Existing	Agencies; Institutions						✓	✓	VITA; Agencies	Security
7. Establish an Enterprise Security Operation Center	Existing	Agencies	✓					✓	✓	VITA	SMO/Security

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<i>Goal 3-Ensure a trusted and reliable technical environment (Continued)</i>											
Objective 3.3 Promote awareness and understanding of the roles and responsibilities of providers and users of Commonwealth systems											
8. Establish public awareness campaign to increase awareness of online services and their responsible use	Existing	Public	✓	✓	✓			✓	✓	Agencies	CRM/COMM
9. Establish training program on effective use of IT and corresponding roles and responsibilities for agency decision makers and IT managers	New	Agencies	✓	✓	✓			✓	✓	VITA; Agencies	Admin-HR
10. Enhance and expand security awareness and training program for the state workforce	Existing	Agencies; Institutions	✓	✓	✓			✓	✓	VITA; Agencies	Security/Admin-HR

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Goal 4-Create a reputation of performance for technology											
Objective 4.1 Provide technology in an accountable, responsive, open and results oriented manner											
1. Establish and monitor IT performance measures to provide management with clear performance feedback and allow swift corrective action when needed	Existing	Agencies	✓	✓	✓				✓	VITA; Agencies	TAAS
2. Create mechanisms to ensure compliance with IT standards, policies, guidelines	Existing	Agencies; Institutions	✓	✓	✓		✓	✓		VITA; Agencies	TAAS
3. Establish program to communicate to the public on IT projects and their performance in meeting business objectives	Existing	Public	✓	✓				✓	✓	VITA; Agencies	COMM
4. Implement feedback mechanism for all information technology initiatives	Existing	Agencies; Institutions; Localities	✓	✓	✓		✓	✓	✓	VITA	ITIM
5. Implement an enterprise-wide IT portfolio management system for improved management of technology investments	Existing	Agencies	✓	✓	✓		✓	✓		VITA	ITIM
Objective 4.2 Ensure continuous improvement for technology											
6. Establish guidelines for biannual evaluation of existing applications cost-value equations and making upgrade/replacement/retire decisions	New	Agencies	✓	✓					✓	VITA; Agencies	ITIM

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<i>Goal 4-Create a reputation of performance for technology (Continued)</i>											
Objective 4.2 Ensure continuous improvement for technology (Continued)											
7. Continuously analyze the technology environment for strengths, weaknesses, opportunities and threats in the Commonwealth to increase responsiveness to change and contribute to a cycle of iterative improvement	New	Agencies	✓	✓					✓	VITA; Agencies	TAAS
Objective 4.3 Facilitate consistent capital funding for technology											
8. Collaborate with the Department of Planning and Budget and the legislature to establish technology capital improvements planning and funding and gain-sharing incentives	New	Agencies	✓	✓						Secretary of Technology; VITA	ITIM

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<i>Goal 5-Increase workforce productivity through the use of technology</i>											
<u>Objective 5.1</u> Increase mobile workforce											
1. Create an education and implementation program for a mobile workforce	Existing	Agencies	✓	✓				✓	✓	DRPT; COTS (Council on Technology Services); Agencies	Admin-HR
2. Provide direction to encourage use of mobile technology such as laptops, etc. in a manner which provides the workforce with greater flexibility and productivity	Existing	Agencies	✓	✓				✓	✓	DRPT; COTS (Council on Technology Services); Agencies	TAAS
<u>Objective 5.2</u> Increase teleworking workforce											
3. Create an education and implementation program for a mobile workforce, including policy and practices.	Existing	Agencies	✓	✓				✓	✓	DRPT; COTS; Agencies	Admin-HR/TAAS
4. Develop capabilities of business leaders for overseeing projects that involve technology	New	Agencies	✓	✓				✓	✓	VITA; DHRM; Agencies	ITIM/Admin-HR
<u>Objective 5.3</u> Increase workforce knowledge and skills in the use of technology											
5. Expand skill based training programs for the state workforce	Existing	Agencies	✓	✓				✓	✓	DHRM; Agencies	Admin-HR
6. Pursue corporate partnerships, grants and federal funds to fund appropriate training programs	Existing	Agencies	✓	✓			✓	✓	✓	DHRM; Agencies	Admin-HR

A Consolidated View

Total Number of Initiatives by Type of Effort and by Source of Resources

:

	<u>Source of Resources:</u>			
	From VITA Alone	From An Entity Other Than VITA	Shared by Multiple Entities	TOTAL
<u>Type of Effort</u>				
New	3 Initiatives	0 Initiatives	11 Initiatives	14 Initiatives
Existing	7 Initiatives	7 Initiatives	21 Initiatives	35 Initiatives
Total	10 Initiatives	7 Initiatives	32 Initiatives	49 Initiatives

Legend for VITA Organizational Abbreviations

Abbreviation

CIO

SMO

TAAS

CRM

COMM

ITIM

Admin-HR

Security

Organization

Chief Information Officer of the Commonwealth

VITA-Service Management Organization

VITA-Technology Applications, Architecture & Strategy

VITA-Customer Relationship Management

VITA-Communications

VITA-IT Investment Management

VITA-Administration and Finance-Human Resources

VITA-Enterprise Security & VITA Risk Management